

## Affirmative action also aids white males under 40



Guard Doris Johnson greets Eric Plunkett, Y-12 Affirmative Action Coordinator.

This special issue of the **Nuclear Division News** addresses questions and concerns describing the Affirmative Action Program in the Nuclear Division.

- What is an Affirmative Action Program?
- Why do we have such a program?
- Who is covered?
- Has any appreciable progress been made since the program began?
- Does Affirmative Action discriminate against able-bodied white men under 40 years old?

### Action: commitment, organization, plan

The Nuclear Division's formal Affirmative Action Program dates back to 1968, when Charles A. Blake became the first Nuclear Division Equal Opportunity Coordinator. He was appointed to assist top management in implementing its commitment to affirmative action for minorities. In 1972, the program was extended to include women. The Nuclear Division Affirmative Action Program consists essentially of three elements: a commitment, an organization, and a plan.

#### Management commitment

Nuclear Division managers are strongly committed to affirmative action. The installation and functional heads are responsible for affirmative action in their sectors, but it is the division managers/directors on whose shoulders the implementation of the Affirmative Action Program rests. It is they who do the human resource planning, who develop, implement, and monitor the Affirmative Action Program in their divisions.

#### AA organization

While the commitment and responsibility to bring minorities and women into the Nuclear Division and develop and upgrade them clearly belongs to management, it is the Affirmative Action Organization which assists management in the implementation of this commitment.

The Nuclear Division Equal Opportunity Coordinator is responsible for designing and implementing the Nuclear Division's AA Program. She maintains strong ties with the Nuclear Division's Officers and others at top

management levels in the Division and in its installations to ensure that the direction and progress of the Affirmative Action Program are consistent with the Nuclear Division's commitment to equal opportunity and with corporate and governmental regulations. She also works closely with the installation AA Coordinators and meets with them collectively at least once each quarter.

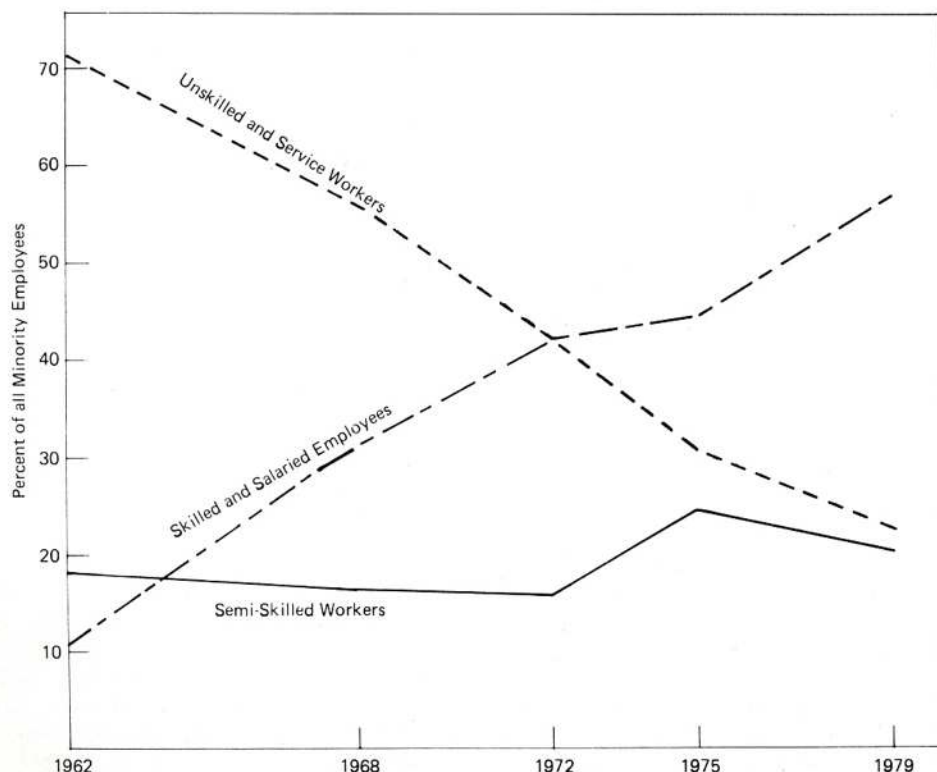
The installation Affirmative Action Coordinators work closely with the installation heads and division heads to assist them in achieving their commitment to affirmative action. They also develop mechanisms to help the installation and division managers improve affirmative action performance and coordinate the activities of the installation Affirmative Action Organization, consisting of Affirmative Action Representatives.

Affirmative Action Representatives are appointed by Division Managers (Please turn to Page 8)

## AA program aids everyone

A well-conceived and justly administered Affirmative Action Program benefits everybody. Affirmative Action is simply good management practice. Such practices improve the organizational climate and structure for all employees by setting fair standards for selection, performance, and promotion:

- Recruitment from a broad spectrum of applicants—black, white, male, female, oriental, handicapped, and others—to make sure that no human resources are overlooked.
  - Job specifications that are necessary to do the job.
  - Selection of the best person for the job, determined by objective criteria; removing subjectivity, nepotism, and cronyism from the selection process insofar as is possible.
  - Equitable pay.
  - Identification, development, and promotion of all individuals with potential.
  - An inventory of employee skills.
  - Career planning for all employees;
  - Fair and objective performance appraisals.
  - Incentives for high performers to stay with the organization.
  - Counseling for employees whose performance needs improvement.
  - The discharge of poor employees who fail to improve once they have been given advice and assistance on how to do so.
  - Analysis of turnover to determine the reasons for losing good employees.
- Such practices as these benefit any business or professional establishment and the employees who work there.



SALARIED AND SKILLED MINORITY WORKERS ARE 57% OF ALL MINORITY EMPLOYEES AT END OF FY-79

### PIA statements mailed recently

Statements showing the status of the Personal Investment Account portion of the UCC Savings Plan were mailed to all Nuclear Division participants last week.

These statements reflect the activity of the **Personal Investment Account** only. They do not include any contributions participants may have made to the General Savings Fund of the Savings Plan.

Participants in the Personal Investment Account who have not received their reports should contact their Benefit Plans office. This office will also be glad to explain the data in the report upon request. If errors are found or suspected, they should be reported to the Benefit Plans office immediately after a statement is received, so that they can be investigated.



# Employees comment on what affirmative action means

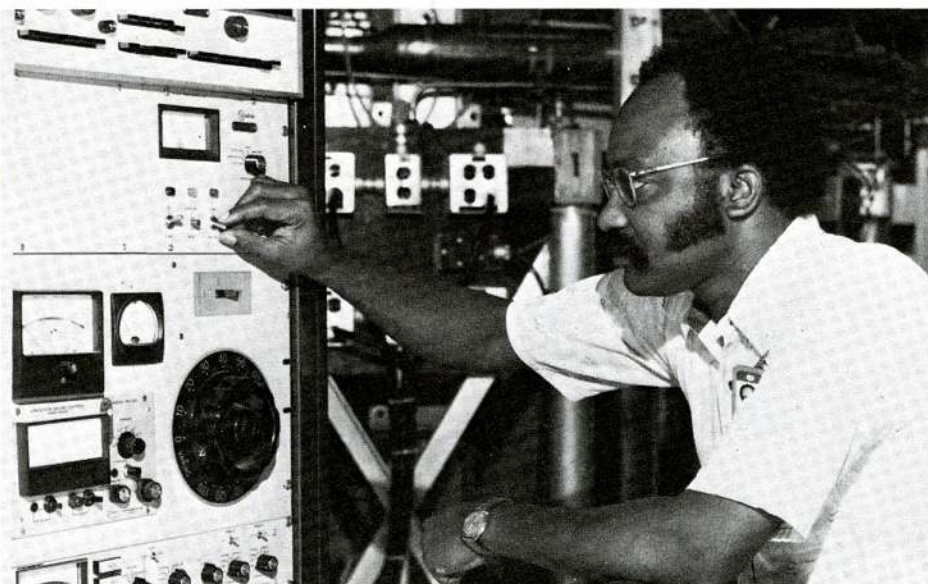
A physicist working with the Tokamak Experimental Section of the ORNL Fusion Energy Division, **Charles E. Bush**, expressed his views on the opportunities offered minorities and women since the advent of Affirmative Action.

"Affirmative Action is beneficial to everyone since its aims include ensuring that we draw from the total human resource pool when hiring and when promoting employees into responsible professional, managerial and other positions.

"Since coming to ORNL almost eight years ago, I have been involved in affirmative action programs at the local and national levels. I feel that the program has definitely been instrumental in providing better job opportunities for women and minorities at the Laboratory. Although quite a bit of progress has been made, there is still a lot to be done before minorities and women are fairly represented in some areas.

"A personal experience which indicates to me the Nuclear Division's positive approach came last spring when I served as organizer and coordinator of a two-day conference for the Society of Black Physicists. The conference was co-sponsored by the Nuclear Division and Knoxville College, and brought many minority physicists and engineers to the area. This exposure should aid our future efforts to recruit more minority professionals.

"I am optimistic about what can be accomplished by our AA program. In the near future, I hope to see minorities and women entering the managerial ranks at the division-director level and above. Since we now have a pool of minority and women employees with the necessary credentials, opportunities for such appointments should be more readily available."



Charles E. Bush

by discrimination or prejudice as I may have had I not known that Affirmative Action and EEO were available. It gives me an extra sense of job security.

"I think it's very good in that it opens job opportunities for women and blacks that might have otherwise been overlooked. Maybe not as a conscious act of management, but unconsciously, maybe they just wouldn't think of promoting a minority. I don't want to sound like Affirmative Action has pressured management into a corner, but I think it makes management more aware of who they have on staff and gives them a good view of how far they've come to meet the goals they've set. I think the objectives of Affirmative Action are good, and it has the potential to work for the benefit of the employee. I'm glad we have it for a check and balance on management and for the availability for the employees to have someone to support them if they feel they've been discriminated against. I realize that it's not management's fault all the time. It can help an employee see that maybe he/she does need more training. It can help the employee establish career objectives."

Bidding from a guard's job to an assemblyperson provided Y-12's **Kathy Beatty** with an opportunity to obtain a job for which she was better qualified. "Affirmative Action helped me, and other women and minorities, get jobs for which we are better qualified."

A four-year Carbide, Kathy is a native of Virginia, but has lived in Knoxville most of her life. She likes the outdoors, particularly jogging, biking and tennis, but says these activities have been limited due to the weather the past month.

"Another way our Affirmative Action Plan has helped," she adds, "is that it gives us somebody to talk to if we feel we have been discriminated against... sometimes just talking about it helps."

**Susan K. Whatley** was recently appointed technical assistant to Alexander Zucker, associate director for the physical sciences at ORNL. A former engineer in the Chemical Technology Division and secretary in the Personnel Division, Whatley explains her views on Affirmative Action.

"Since the advent of Affirmation

Action, with its emphasis on upward mobility, a few astute, dedicated nonexempt employees, with and without college degrees, have been promoted into management positions with the Nuclear Division. However, with the multitude of bright college graduates available (of all sexes and races), such opportunities are few and will continue to diminish.

"Although the Affirmative Action Program is not directly responsible for my advancement, it has indirectly made a positive contribution to every minority's and female's advancement within the Laboratory in recent years."

"It's the first job I ever had, and it's great to be at work," vows **Richard Crowe**, Y-12 Employment Department. Handicapped with spinal problems from birth, Crowe has had several operations, the last of which paralyzed his legs and confined him to a wheelchair.

Crowe graduated from Powell High School and Draughton's Business College in Knoxville. "The only time I ever worked was one summer at Powell," he says. "The Knoxville Rehabilitation Center has counseled with me throughout my employment testing, clearance and all. They have really helped me a lot."

The young Y-12er likes to fish and listen to music, "any kind but classical," he says.

A new compositor in the Technical Publications Department of ORNL's Information Division, **Susanna West**, expressed the following ideas on how Affirmative Action has affected her.

"I believe that the reason that I am employed here at Carbide is because I have the skill necessary to perform the job, not because I am deaf. I will enthusiastically seek more opportunities and challenges from the Company according to my abilities and experience.

"The main problem for deaf employees is always the invisible handicap. Communication is a definite barrier between the hearing and hearing-impaired employees. I believe the Affirmative Action program will help me achieve my goals with the Company and will help ensure that all deaf employees are well-informed and dealt with on an equal basis with other employees.

"I would also like to express my appreciation for the opportunity to teach a sign language class. I am in

favor of increasing the number of such classes and also of training programs and other special meetings; for I strongly believe these programs will help provide more opportunities for the hearing-impaired employee."

**Frankie Baker**, Plant Services Department, Paducah, says, "I think the program has worked real well since I have been at the plant. It has helped in lots of cases and, of course, it has had its problems, too. It is impossible to have 100 percent success all the time. I think, too, that the people who serve on the AA committee and work with the program should always be aware of what the program was designed to do and keep up to date on the meaning of Affirmative Action."

"Affirmative Action started a long time ago," according to **Cleo E. Ellis**, a maintenance mechanic at ORGDP, "with child labor laws. The government began talking about children being forced to work 16 to 18 hours a day. It was wrong, and the law came along that ended long hours for children. Other laws followed. I think that's somewhat affirmative action.

"Back in the old days, Booker T. Washington and others were advocating, 'Take what you can get and just be satisfied.' If a black had a degree to be a doctor and the only job he could get was a street cleaner, he had to take it. That, to me, is an attempt to destroy a man's ego... his manhood.

"In troubled times, people have got to have somebody help them. When you're trying to fight for something you want and you see you're the only one fighting, after a while, you give up hope. Affirmative Action will back you up, with hope."

**Sonya Bobo**, Employee Relations Division, Paducah, says, "Since I am an AA representative, I realize that the Paducah's Affirmative Action Program is constantly monitored, analyzed, and broadened in scope to hopefully make advancements and improvements in the program. However, I feel that in general, employee response and faith in the program is not that great. AA representatives and the Company have their work cut out to convince employees that the program is a worthwhile one."

A 36-year veteran, **Shirley Humphreys**, who was recently promoted to a materials supervisor in the Stores Department, thinks the Affirmative Action Plan is "fantastic." She admits, candidly, that "It came a little late for me. But it sure will be a boon to younger employees."

With 17 men and one woman reporting to her, Humphreys encounters the "normal problems faced by supervisors. Resentment from the men reporting to a woman seems to be almost non-existent."

Humphreys began her career in Y-12 as a timekeeper for Tennessee Eastman, staying on when Union Carbide began operations here in 1947. She transferred to the Materials and Services Division then and has been there ever since.



Wyvetta Ratledge

An Engineering Division secretary at ORGDP, **Wyvetta Ratledge**, puts it another way. "Affirmative Action plays a role for women, blacks and other minorities in that it gives a sense of support. You don't feel like you're out there by yourself. Maybe you don't have a problem, but at least you're not carrying the burden of 'if I ever do have a problem, what am I going to do—is there no aid available to me—will nobody listen to what I've got to say?' It takes away the feeling of being alone. I don't feel threatened



## Paducah's affirmation action strengthened by review team

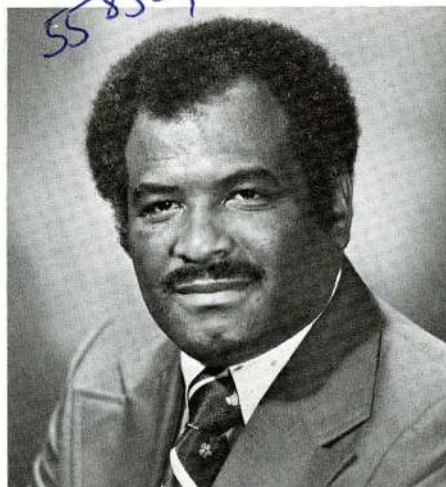
by H. Dale Bewley

Management at the Paducah Plant gave its Affirmative Action Program a substantial boost by appointing a Management Review Team to perform an in-depth audit of the program and make recommendations for improvement.

The Team was headed by H. Dale Bewley, manager of the Technical Services Division, with W. Charles Kuykendall and Bill D. Penry serving as regular members and Joanne S. Gailar, Nuclear Division Equal Opportunity Coordinator; H. Frank Shanklin, Affirmative Action Coordinator; and William F. Thomas, assistant plant manager, as ex-officio members.

As a result of the Team's comprehensive review of the existing program and of plant practices, a number of new approaches were developed to improve the overall affirmative action performance at Paducah. These included:

- The preparation of an annual action plan by each Division Manager, indicating the AA goals and specific activities to be undertaken to implement AA in the Division.
- The requirement of an AA form to accompany each employment requisition in order to assure a full review in light of the AA goals.
- A formal training program for the Divisional AA Reps to improve



**Frank Shanklin**  
Paducah Affirmative Action Coordinator

their skills as Reps.

- A small Career Opportunity Program to attract professionals in underutilized areas.
- The strengthening of employment practices to locate and attract AA candidates in underutilized job groups.

These activities have brought about considerable improvement in the AA Program, evident in specific actions taken and in the strengthened commitment of management to a program that achieves the basic goal of equal opportunity for all employees at the plant.

## ORNL program sets new objectives

ORNL has been successful over the years in meeting overall Affirmative Action goals and objectives. However, during the last couple of years, an attempt has been made to place added emphasis on upward mobility—increasing the percentages of women and minorities in the professional and managerial categories.

This can be done by renewing efforts to recruit and hire more qualified women and minority professionals, by promoting those already on ORNL rolls who are qualified for greater responsibilities and by providing appropriate on-the-job training and career counseling for further development. Each organization is encouraged to establish stronger goals for upward mobility.

Much of the attention during the last two years has also been focused on hiring the handicapped. ORNL employment offices and some other facilities have been made accessible



**Lynda R. Lewis, ORNL**  
Affirmative Action Coordinator

to the handicapped, and relationships have been established with rehabilitation agencies to increase the flow of applications from qualified handicapped men and women.



**MINORITY-WOMEN RECRUITING**—The panelists of ORGDP's Affirmative Action workshop on "Recruiting Minorities and Women" are, from left, Ken Epps, Separation Systems Division; Valerie Foster, General Accounting; David Milan, Employee Relations; Beth Merrill, Computer Sciences; and Mitzi Miller, Technical Services.

## Affirmative Action sponsors workshop

Last October, ORGDP's Affirmative Action organization sponsored a three-hour workshop on "Recruiting Minorities and Women." The workshop was designed to provide divisions with tools and information to assist them in successfully recruiting minority and women candidates. Approximately 40 people involved in Affirmative Action and the employment process attended the workshop.

Included in the program was a discussion of ORGDP's recruiting statistics and important "dos and don'ts" of on-site recruiting. The highlight of the workshop was a

roundtable discussion by a panel of recently hired women and minority professionals. They candidly discussed their reasons for accepting employment at ORGDP, what they see as the organization's strengths, and the special problems they face as women and minorities. They also gave the audience some advice on how to improve the recruiting effort.

Members of the panel were: Beth Merrill, Computer Sciences; David Milan, Employee Relations; Ken Epps, Separation Systems; Mitzi Miller, Technical Services; and Valerie Foster, General Accounting.

## Y-12 Plant firmly committed to Affirmative Action concepts

The Y-12 Plant has a strong commitment for an effective Affirmative Action Program. This commitment was recently reaffirmed by Plant Manager Jack M. Case in a meeting held by approximately 60 people, including line foremen up to division superintendents. In addition 21 Affirmative Action Representatives attended the meeting.

Case emphasized a sincere commitment to continually improve on AA performance. An overview of the laws governing the Affirmative Action Program was given as well as a statistical presentation.

Herm Snyder, Employee Relations superintendent, outlined legal obligations entailing affirmation action. He later recognized George Cobham, the Plant's first AA Coordinator, and then introduced Eric Plunkett, who has since replaced Cobham.

Plunkett outlined affirmative action goal achievements for 1979 and described goals and intentions for this year, with special emphasis placed on handicapped hiring and obligations to veterans.

Since the mid-January meeting, many divisional officers have had special meetings to review their division more closely and to explore alternatives toward the improvement of their affirmative action programs.

A question and answer session followed the formal presentations.

Y-12 was recently granted approximately \$140,000 to modify various areas of the plant to make it more accessible for handicapped employees and applicants. Additionally, engineering standards have been established so all new construction is conducted with consideration for future use by the handicapped.



**Joanne Gailar**  
Equal Opportunity Coordinator



**SPELLING HER NAME**—Kathy Coleman, Affirmative Action Coordinator at ORGDP, learns to spell her name in sign language from Freddie Markham, a deaf employee at the plant.



**QUESTION:** Who is covered by Affirmative Action?

**ANSWER:** Women and minorities—including Asians, Blacks, Hispanics and American Indians—are covered, plus the handicapped, Vietnam Era veterans and disabled veterans.

**QUESTION:** Who is considered handicapped under the federal regulations?

**ANSWER:** According to the regulations, a person is handicapped if he or she "(a) has a physical or mental impairment which substantially limits one or more of the person's major life activities; (b) has a record of such impairment; or (c) is regarded as having such an impairment. A handicapped individual is 'substantially limited' if he or she is likely to experience difficulty in securing, retaining, or advancing in employment because of a real or perceived handicap. . . 'major life activities' include employment or training. 'Regarded as' means the employer perceives the individual as having an impairment whether or not there is an impairment."

**QUESTION:** What is an Affirmative Action Plan?

**ANSWER:** An Affirmative Action Plan is a written document, prepared every year at each installation. Its purpose is to bring about full participation of minorities and women in all job groups in which they are under-represented and in all Company programs. It contains a policy statement, a statement of commitment by the installation head, an analysis of job groups in which minorities and women are underutilized, Affirmative Action goals to hire minorities and women into such jobs when openings exist in the year ahead, promotion goals and other resource information.

**QUESTION:** What is the difference between a goal and a quota? Aren't they the same thing?

**ANSWER:** A quota involves hiring (or promoting) a fixed number of minorities or women. A goal is a target which managers and supervisors exert a good-faith effort to achieve. If qualified candidates cannot be found, the goal goes unmet. The important thing is to guard against using a goal as a quota on the one hand, or as a loophole on the other.

**QUESTION:** Who is responsible for the Affirmative Action Program at each installation?

**ANSWER:** It is top management that is primarily responsible for the AA Program—especially the installation heads and the division directors/division managers. It is at the division level that goals are set and minorities and women are identified for development and promotion. The Affirmative Action Coordinator and AA representatives are there to assist management in getting the job done—in helping them to develop, implement, monitor and report on the Affirmative Action Program. Of course, all supervisors—and employees as well—share the responsibility for making Affirmative Action work.

## question box. . .

**Editor's Note:** This issue features special questions and answers on the Affirmative Action Program in the Nuclear Division. Regular questions will be resumed in this space in the next issue.

**QUESTION:** How can a supervisor be pressured into selecting someone other than the very best candidate for a job when his/her own performance is rated on how well the job gets done?

**ANSWER:** This question implies that the "very best candidates" consist solely of white men, an implication that has no basis in fact. It also implies that supervisors must hire persons who are not qualified for the jobs. No one should be hired who is thought unlikely to perform well.

**QUESTION:** What does the government do to see whether a Nuclear Division installation is really taking Affirmative Action to hire and promote women and minorities?

**ANSWER:** All four of our Nuclear Division installations are reviewed periodically by the designated compliance agency. In the past DOE (formerly ERDA) had this responsibility and conducted week-long onsite reviews biannually. Some Nuclear Division employees at all four installations will recall being interviewed during these reviews. In October, 1978, President Carter assigned the responsibility for compliance monitoring to the Office of Federal Contract Compliance Programs (OFCCP) of the Department of Labor.

**QUESTION:** My career doesn't seem to be moving forward. How can I tell whether my expectations for progress are reasonable under Affirmative Action?

**ANSWER:** In evaluating whether your expectations are reasonable, look at those around you with the same career preparation and experience, and see how they are progressing. Their rate of progress is a good yardstick for your own. Due to the nature of the work of the Nuclear Division, many positions require technical skills and degrees. (Approximately half the professional employees, for example, are engineers.) You must evaluate your qualifications for many jobs in light of this requirement. You should discuss your career goals with your supervisor. A natural opportunity for such discussion comes during your annual performance appraisal, but any other time during the year is also appropriate.

**QUESTION:** Doesn't Affirmative Action discriminate against white male employees?

**ANSWER:** No. If you look around, you will see that there are many more white men than there are minorities and women in the Nuclear Division—in fact, many more white men than minorities and women combined. Far more white men than minorities and women are available for such jobs as engineers, chemists, physicists, technicians, electricians and the like—the kinds of jobs that comprise the majority of those available in the Nuclear Division.

**QUESTION:** I don't want my supervisor to know that I am checking out my complaint. How can I be sure that she/he won't find out?

**ANSWER:** If you inform your Affirmative Action representative or AA Coordinator of this fact, you can be assured of confidentiality. At the same time, the resolution of a complaint often does involve bringing in the supervisor. To refrain from doing so may hamper the resolution of your problem.

**QUESTION:** Aren't people over 40 covered by Affirmative Action?

**ANSWER:** Individuals aged 40 to 70 are protected by the Age Discrimination in Employment Act, which prohibits an employer from discriminating against them in hiring, compensation and conditions and privileges of the job.

**QUESTION:** I understand that Vietnam-Era and disabled veterans are covered under the Affirmative Action Program. Is anything being done for such veterans in the Nuclear Division?

**ANSWER:** The Nuclear Division has an Affirmative Action Plan for Vietnam-Era and Disabled Veterans, which is updated every year. During 1979, accomplishments in this area included the following:

- A new, eye-catching invitation (designed by the ORGDP Graphic Arts Department for use in all installations) to applicants and employees who are Vietnam-Era or disabled veterans to identify themselves for consideration under the Affirmative Action Program.
  - The inclusion of affirmative action for Vietnam-Era and Disabled Veterans on an Affirmative Action Check List for Managers and Supervisors.
  - A major revision of the Affirmative Action Quarterly Report form to assure the inclusion of Vietnam-Era and Disabled Veterans in affirmative action discussions with managers, supervisors and employees.
  - Discussions of affirmative action for covered veterans at Nuclear Division-wide meetings of technical and non-technical recruiters and of installation AA coordinators; and at installation-wide meetings of key managers, employment personnel and Affirmative Action Representatives.
  - A detailed listing of employment openings with the State Employment Services System.
  - The design of a new program to assure that all employees who are self-identified Vietnam-Era or Disabled Veterans will be regularly considered for training and promotional opportunities in 1980.
- These accomplishments also apply in the area of affirmative action for handicapped employees and applicants.

**QUESTION:** How does an installation determine its progress in meeting AA goals?

**ANSWER:** The Affirmative Action Coordinator and the AA representatives receive various analyses of the personnel roster from the computer, which help assess the installation's progress in meeting its goals.

**QUESTION:** How does a supervisor discipline or discharge a minority or a woman whose job performance is poor?

**ANSWER:** The same way the supervisor would handle a white man who was unable to perform the job satisfactorily. This involves doing all possible to assure that the employee understands the responsibilities of the job, is counseled when performance is poor, is told specifically what he/she is doing wrong, and, finally, is terminated if genuine efforts to counsel and assist fail.

**QUESTION:** Must all handicapped applicants be considered for placement regardless of their ability to do the job?

**ANSWER:** Only those handicapped applicants who are qualified must be considered for employment or advancement. At the same time, when an applicant or employee identifies himself as handicapped, the advice of the applicant or employee regarding proper placement and appropriate accommodations must be sought.

**QUESTION:** How can a supervisor know if he/she is doing a good AA job?

**ANSWER:** There is an Affirmative Action Check List, updated each year by the Nuclear Division EO Coordinator, indicating in detail what a good AA performance by a supervisor consists of. Included on the list, for example, are setting and meeting good AA goals; providing developmental opportunities for minorities and women (and also handicapped employees and protected veterans) with potential for promotion to better jobs, as well as other incentives to stay; studying the exit interviews of minorities and women who leave; giving objective performance appraisals to all protected-class members, etc.

**QUESTION:** Although women and minorities appear to be getting hired in greater numbers, I still don't see any of them in top management. How is Affirmative Action helping solve this problem?

**ANSWER:** One way is that women and minorities are being hired in greater numbers. That is the first step toward upper management—entering the career ladder that makes upward mobility possible. Such positions in management near the top are few, and they are available to those individuals who have demonstrated experience in a variety of career path positions that lead to such posts. As openings occur at those levels, individuals within the Company with the experience and qualifications are being considered, but the time needed to arrive at top management positions means having a number of years of career experience. Entry is the first step.



## Question box...

**QUESTION:** What can I do if I think that a job I wanted has been given to a less qualified white man? (I am an AA candidate.)

**ANSWER:** You can discuss this matter with your supervisor or with your Affirmative Action representative.

**QUESTION:** How can I be sure that I will be identified and considered for jobs for which I am qualified?

**ANSWER:** The review procedure for identifying qualified employees for promotion consideration varies, depending ordinarily on whether the job is exempt, nonexempt, or hourly. However, the primary information sources utilized to identify potential candidates are (1) the annual performance appraisal, (2) the facility personnel file (which should contain pertinent education and job history information), and (3) (at ORNL) the technical directory (for exempt employees). Employees may nominate themselves through job bidding (hourly staff) or through the Job Opportunity System (nonexempt staff).

## Affirmative action for handicapped

The Nuclear Division has an active affirmative action program for the handicapped. Impetus to increase handicapped hires was provided through a 1978 Action Plan which embraced these three areas:

- Strengthening the commitment of management to increase the number of handicapped hires;
- Modifying selected facilities to accommodate handicapped employees and applicants; and
- Actively recruiting at authorized agencies for training and placing the handicapped.

### Significant Accomplishments since the Action Plan

Since the development of the Action Plan, these results have taken place:

- **Structural modifications to accommodate applicants and employees.** At the end of 1979, a total of approximately \$270,000 had been spent at the four Nuclear Division installations to accommodate applicants and employees having limited mobility. These include alterations of rest rooms near all employment offices and elsewhere (e.g. the K-25 and Y-12 cafeterias),

curb cuts and ramps with railings, designation of parking spaces, modification of the East Auditorium at ORNL, a chair lift to the Y-12 Administration Building, new (or modified) water fountains, and widened doors.

- **Outreach.** Outreach and recruitment activities were initiated and a good working relationship established with the Division of Vocational Rehabilitation and the Governor's Committee on Employment of the Handicapped in Tennessee and with the Mayfield Employment Service and State Department of Rehabilitation in Kentucky. The Central Employment Office forwards agency-recommended applicants to the installation employment offices, and the Nuclear Division EO Coordinator prepares a card on each of these applicants to send to the installation AA Coordinators for purposes of follow-up. This system assures thoughtful consideration of all agency-recommended handicapped applicants. In addition, each installation employment office has appointed an employment staff member to keep track of the disposition of applications from handicapped persons and to coordinate the documentation on these applicants.

- The inclusion of affirmative action for the handicapped in an Affirmative Action Check List for Managers and Supervisors.
- A major revision of the Affirmative Action Quarterly Report form to assure the inclusion of the handicapped in affirmative action discussions with managers, supervisors, and employees.
- A newly designed, eye-catching invitation to handicapped applicants and employees to identify themselves.
- A review of personnel processes to assure the consideration of known handicapped employees for training and advancement.
- The design of a procedure to assure the job relatedness of the requirements for all jobs for which handicapped applicants and employees are considered.

- The identification of all accommodated handicapped employees to assure their consideration for training and promotional opportunities.
- Nuclear Division-wide meetings on affirmative action for the handicapped involving particular groups (Affirmative Action Coordinators, Employee Relations Managers, Medical Directors, Employment Heads, Placement Coordinators).
- Installation-wide meetings on affirmative action for the handicapped involving key managers, employment personnel, AA Representatives.

### New handicapped hires

Even before all the structural modifications were completed, paraplegic applicants were being hired and accommodated. There are now four Nuclear Division employees in wheelchairs. Present employees referred by Vocational Rehabilitation counselors (and by staff members of other agencies and programs for the handicapped) include, for example, persons with such disabilities as paraplegia, deafness, retardation, and dyslexia.

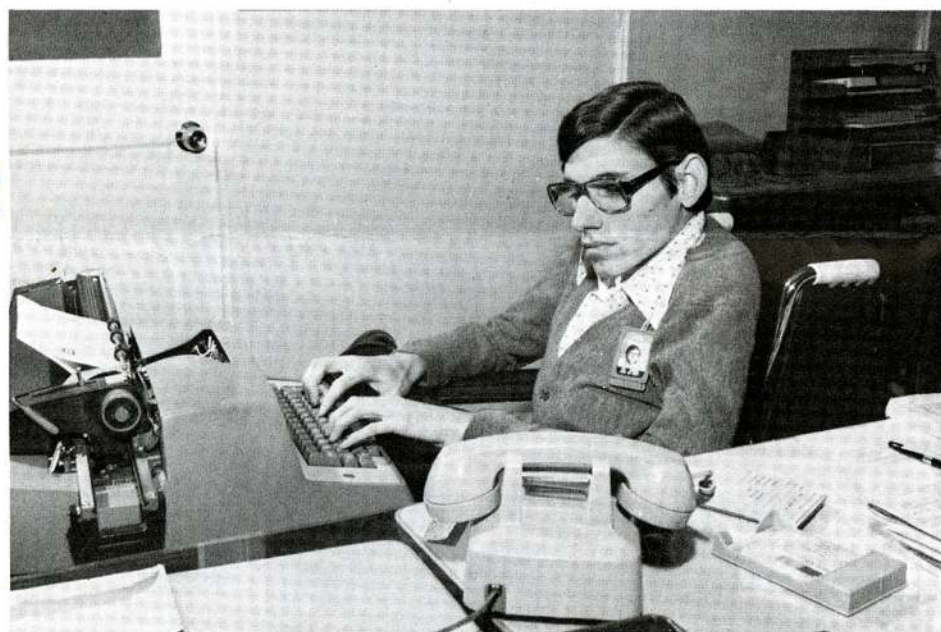
There are presently four paraplegics at the Oak Ridge installations. There are also about a dozen deaf employees at the three Oak Ridge installations. To determine whether the employment needs of the deaf employees are being met and what can be done to help them in the performance of their jobs, a meeting of these employees was held on January 23 by the Nuclear Division EO Coordinator and the AA Coordinators of the three Oak Ridge installations with an interpreter present. In addition, the Nuclear Division has a contract with the Knoxville Area Communication Center for the Deaf to provide interpreting services for deaf applicants when interviewed or given a clerical test at the Central Employment Office and for deaf employees when the need arises (e.g. during clerical orientation, in-house courses, safety meetings, etc.).

### INVITATION TO HANDICAPPED INDIVIDUALS VIETNAM-ERA, DISABLED VETERANS

In compliance with Section 503 of the Rehabilitation Act of 1973 and Section 402 of the Vietnam-era Veterans' Readjustment Act of 1974, the Nuclear Division has affirmative action programs to employ and advance in employment qualified handicapped individuals and qualified Vietnam-era veterans and disabled veterans.

If you have a handicap or are a Vietnam-era veteran or a disabled veteran and would like to be considered under our Affirmative Action Program, you should notify the Employee Relations Division at your installation.

Submission of this information is voluntary. Information concerning such individuals shall be kept confidential, except that (1) supervisors and managers may be informed regarding work restrictions or accommodations; (2) first aid and safety personnel may be informed if the condition might require emergency treatment; and (3) government officials investigating compliance with the Act shall be informed.



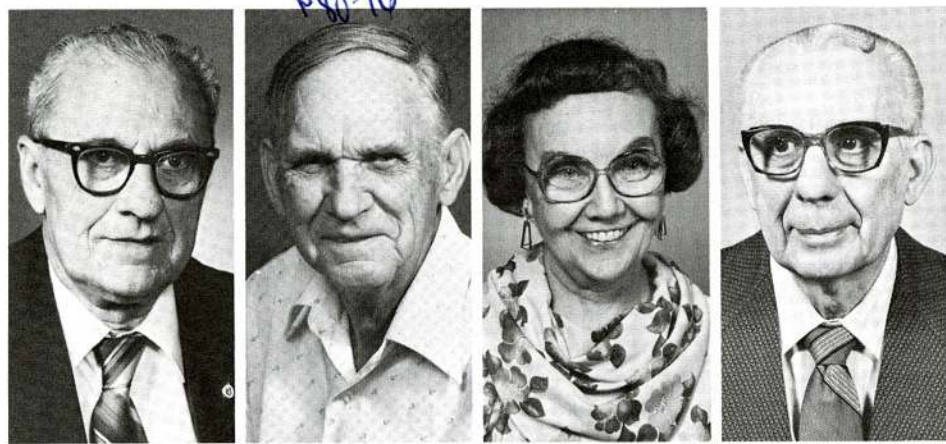
Y-12 employee Richard Crowe



**GETTING TO KNOW YOU**—T. R. Walker and Susanna West, both of ORNL's Information Division, converse during a recent session of a sign language course now under way at the Laboratory. West, who teaches the course, is a new compositor in the Technical Publications Department. Walker, supervisor of TPD's composing unit, has worked with the deaf for many years and helped to organize the class. He also serves as an interpreter. Some 30 employees participate in the course during their lunch hours two days each week, in an attempt to learn to better communicate with their deaf or hearing-impaired co-workers.



# retirements. . .



**William O. Goforth**  
Maintenance  
ORGDP  
35 years service

**Thomas E. McCarroll**  
Maintenance  
Y-12  
27 years service

**Mary Ruth Arnette**  
Computer Sciences  
ORGDP  
33 years service

**Loy H. Sipe**  
Technical Services  
ORGDP  
34 years service



**Edna J. Hicks**  
Maintenance  
ORGDP  
29 years service

**Leo J. Brady**  
Analytical Chemistry  
ORNL  
35 years service

**Dulan B. Suttles**  
Maintenance  
Y-12  
25 years service

**Azor C. Lee**  
Special Services  
Y-12  
35 years service

## wanted. . .



### Y-12 PLANT

RIDE from Fountain City area to North Portal, H Shift. O. B. Cottrell, plant phone 4-3437, home phone Knoxville 687-3026.

ONE CAR POOL MEMBER from Knoxville-Norwood area, any portal, straight day. Gene Watkin, plant phone 4-0608.

JOIN CAR POOL from Fountain City area to West or Central Portal, J Shift. Gary Bowman, plant phone 4-2640, home phone Knoxville 688-0103.

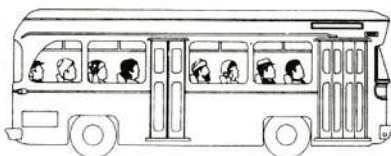
CAR POOL or RIDE from East Oak Ridge to any Portal, F Shift. Bobby Neal, plant phone 4-2126, home phone Oak Ridge 483-3472.

RIDE from Kingston to Central Portal, straight day. H. N. Millican, plant phone 4-2412, home phone Kingston 376-5231.

**ORGDP**

ONE CAR POOL MEMBER from Merchants Road/Cedar Lane area, or West Haven located behind Almart, to Portal 5 or 6, straight day. James McManus, plant phone 6-2466, home phone Knoxville 687-8460.

ONE CAR POOL MEMBER from Maryville, to Portal 8 or 9, straight day. Doug Shafto, plant phone 4-0731, home phone Maryville 984-0366.



### ORNL

JOIN or FORM CAR POOL from Oakdale, Harriman areas to Central Portal, 7:30-4 p.m. shift. Terry Futrell, plant phone 4-0679, home phone Oakdale 369-5612.

RIDE or JOIN CAR POOL from Snyder Drive/Lovell Road area, Concord, to East Portal, 8-4:30. J. P. Eubanks, plant phone 4-6596, home phone 966-9456.

CAR POOL MEMBER from Brendon Park Apartments, Knoxville, to East Portal, days. Home phone 691-4806, plant phone 4-6620.

CAR POOL MEMBER from Cedar Bluff area of Middlebrook Pike or Walker Springs Road, Knoxville, to East Portal, 8:15-4:45. E. L. Fair, plant phone 4-5723, home phone 693-3211.

ONE, TWO or THREE CAR POOL MEMBERS from West Town, meet at Deane Hill Recreational Center, West Town or Suburban Shopping Center, to 4500 building. Emory Collins, plant phone 4-7071, home phone Knoxville 693-6578.

## Questions and answers about quality assurance

(EDITOR'S NOTE: The week of March 2 has been designated "Quality Assurance Week" throughout the Nuclear Division. The observance of this special week has a twofold purpose: 1) to emphasize the importance of quality, quality attitudes and acceptance of individual responsibility for achieving quality work; and 2) to recognize the role of quality assurance in achieving quality objectives. As part of this observance, the following questions about Quality Assurance have been answered by Ed Gambill, head of Nuclear Division Quality Assurance.)



**QUESTION:** We hear a lot about quality assurance (QA) these days. Since we got along without a QA program for years, why do we need one now?

**ANSWER:** Quality failures occur everywhere—R&D, engineering, procurement, construction, production, maintenance and distribution. Management has concluded that a good QA program will reduce the impact of quality-related problems more than enough to offset QA program costs. It is often possible to overcome the quality-related problems and their adverse impacts on costs, schedules, environment or safety, but it is better if the problems can be prevented. This is especially true in the high technology programs found in the Nuclear Division.

**QUESTION:** Our QA program stresses the importance of using quality materials. I have a friend in Purchasing who says we buy from the lowest bidder. Shouldn't we buy from vendors who supply top quality?

**ANSWER:** Our definition of quality is "fitness for intended use," and it is indeed important to avoid purchasing material that does not meet our quality requirements. However, it is obviously good business to meet those requirements at minimum cost. All departments involved are jointly responsible for defining our needs and ensuring that vendor-supplied items measure up. Quality assurance procedures are utilized to identify and prevent potential problems.

**QUESTION:** I have been told that the QA program saves money. When I look at the amount of paperwork and the number of people involved, I wonder if this is possible. What do the accountants say?

**ANSWER:** Like the safety program and our environmental control

efforts, QA is primarily aimed at preventing negative results. To measure the program's success in dollars requires estimating the cost of quality-related problems that did not occur, which is difficult, at best. Quality failure costs that do occur are monitored, and they have dropped significantly in some operations following implementation of QA procedures. We have programs with the potential for significant quality failures. If QA activities prevent just one such failure, the costs avoided will more than pay for the QA program. Nuclear Division QA policy does emphasize the importance of restricting QA activities to the applications where they would be cost effective.

**QUESTION:** I've heard that QA is important. I'm interested in doing my job well. How do I find out what I'm supposed to do for QA?

**ANSWER:** You can learn about the QA activities in your organization from your supervisor or your QA coordinator. But everyone can help meet quality objectives by assigning quality a high priority. If the results of your efforts do not meet quality requirements (that is, they are not fit for intended use), you probably need to change the way you're doing things. Poor quality causes higher costs and missed schedules. It's always better to "do it right the first time." In addition, everyone can help by identifying and reporting potential quality failures.

## White Oak work

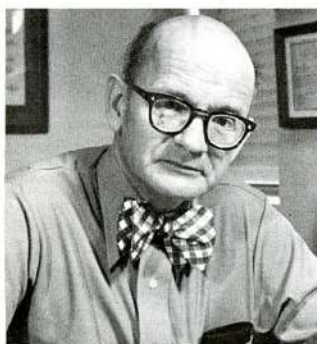
Contractors began work February 14 on a sand, gravel and rock stability berm on the downstream slope of White Oak Dam. The project is expected to take about one month. Heavy trucks delivering loads during this period may cause some slowdowns on State Highway 95 across the dam, although the work is being scheduled to avoid peak morning and afternoon traffic periods. Employees who travel this route are advised to exercise caution and to observe the flagmen who will direct traffic as necessary.

## Safety Scoreboard

Time worked without a lost-time accident through February 13:

ORGDP.....	9 Days	314,600 Employee-Hours
ORNL.....	108 Days	3,193,482 Employee-Hours
Paducah.....	265 Days	2,847,000 Employee-Hours
Y-12 Plant.....	71 Days	2,027,000 Employee-Hours





## Supercharging athletes

by T. A. Lincoln, M.D.

(Editor's Note: Dr. Lincoln alternates his regular column with "The Medicine Chest," where he answers questions from employees concerning health in general. Questions are handled in strict confidence, as they are handled in our Question Box. Just address your question to "Medicine Chest," NUCLEAR DIVISION NEWS, Building 9704-2, Stop 21, Y-12, or call the news editor in your plant, and give him or her your question on the telephone.)

In the competition for athletic scholarships, professional contracts and advertising endorsements, many athletes look outside their training for help. They look to the sciences of pharmacology and nutrition to rocket them beyond the natural limitations of their minds and bodies. Can it be done? Are superchargers available? Do they work?

A British cyclist who used ephedrine in 1890 to improve his performance was probably one of the first to try drugs. Since then, a bewildering variety have been tried.

Such dangerous substances as camphor, strychnine, cocaine and digitalis have been used. The two drugs that now consistently lead the list are amphetamines and androgenic-anabolic steroid hormones. Glycogen loading is the current nutrition gimmick.

### Amphetamines

Amphetamines such as Benzedrine and Dexedrine are extremely potent stimulators of the central nervous system. The physical effects of these drugs are of no help—it is the psychic effects that make them attractive. These effects depend on the dose, the mental state and personality of the individual. They include increased alertness, the illusion of decreased fatigue and a sense of confidence and aggressiveness. There is often a deception of exceptional coordination and skill.

These effects occur naturally in many athletes as they get "psyched" up before a contest begins. Sprinters frequently get their heart rates up to 150 beats per minute before the gun goes off. This effect is produced by a surge of adrenalin from the adrenal glands.

An example of the effort that a person may be able to mobilize in a life-and-death crisis was described in medical literature a few years ago. A housewife looked out the kitchen window and saw her son's car slip off some blocks onto him. She rushed out and lifted the 4,000-pound car so that a neighbor could pull him out. The effort was so great that she sustained compression fractures of several of her spinal vertebrae. Athletes would probably like to be able to mobilize themselves in a similar way before each event.

Most of the effect provided by amphetamines is illusory and does not improve performance. When

aggressive combat is necessary, as in line play in professional football, the use of amphetamines may lead to behavior that is dangerous both for the drug user and the foe.

The trained athlete is handicapped by amphetamine usage. As the dosage needed to get the same effect climbs, performance declines and injuries increase. The undrugged athlete has full command of his sensory and muscular capacities and can direct them with an unclouded sensorium. In general, he or she is vastly superior to the drugged athlete.

### Sex hormones

A great many weight lifters, shot putters and discus throwers seek prescriptions for androgenic-anabolic steroids. These are synthetic male hormones that do not have major effects on the sex organs. They are used because the same hormonal stimulus that causes muscle development at puberty is desired to stimulate weight gain and muscle enlargement during young adulthood.

The evidence that synthetic hormones are beneficial is highly questionable. Training, not hormones, causes muscles to enlarge after adulthood is reached. The synthetic hormones cause only weight gain and fluid retention. An excellent study done at UCLA in 1965 failed to demonstrate any increased strength, motor performance or physical work capacity related solely to their use.

Unfortunately, these artificial hormones affect male sex organs, because they cannot be made totally free of androgenic effects. Sterility, testicular atrophy and enlargement of the prostate may occur. Teenagers not yet fully grown can have bone growth stopped. Users may be predisposed to liver cancer later in life.

### Glycogen loading

Glycogen loading is an effort to increase muscle sugar content to improve endurance in distance running and cross-country skiing. It is achieved by exercising to exhaustion approximately one week before the race, followed by consuming a diet low in carbohydrate and high in protein and fat for three days. Then, three days before the race, a diet as high in carbohydrates as possible is

## Employment Opportunities

The Nuclear Division has several highly specialized, technical openings that are proving difficult to fill through our normal recruiting processes. These openings call for experienced engineers in the areas of cryogenics, reliability, systems design and analysis, and welding.

If you know of someone who has the qualifications described below and who may be interested in a position with the Nuclear Division, please contact the Central Employment Office (extension 6-1381) directly and provide name and address or have the individual send a resume or application to:

Central Employment Office  
Union Carbide Corporation  
Nuclear Division  
P.O. Box M  
Oak Ridge, Tennessee 37830

To be considered, applicants must be qualified in one of the following areas:

### Cryogenics Engineers

A bachelor's or advanced degree in mechanical or chemical engineering and experience in:

- Design and specification writing for liquid helium refrigeration systems.
- Design of the cryogenic aspects of experimental devices such as superconducting magnets.
- Operation and maintenance of complex refrigeration and transfer systems.

### Reliability Engineers

A bachelor's or advanced degree in engineering and experience in:

- Development and application of probabilistic design techniques to ensure equipment reliability.
  - Performance of statistical analyses on reliability test data.
  - Evaluation of design criteria and specifications to ensure proper consideration of equipment and system reliabilities.
- Experience with the aerospace industry is highly desirable.

### Systems Engineers

- Systems analysis tasks such as availability, control, data management, operations, maintainability, logistics and testing.
  - Development of design criteria and specifications for equipment and systems.
- Experience with the aerospace industry is highly desirable.

### Welding Engineers

A bachelor's or advanced degree in welding engineering and experience in:

- Conceiving, planning and conducting development work in electron-beam, gas tungsten-arc, and laser welding of materials such as uranium and aluminum alloys.

consumed, while only light workouts are allowed.

During this time, muscles are loaded with more glycogen than possible any other way. This super reserve of glycogen may be of value in endurance races that last more than three hours. It does not improve performance or speed. It is the ability to maintain a minimum level of glycogen in the muscle, not the extra high level at the start, that counts. Just consuming a high carbohydrate diet a couple of days before a race works almost as well, and eating sugar during a race reduces the rate of glycogen utilization and improves performance. A case of chest pain and electrocardiographic changes in a 40-year-old athlete who used glycogen loading has been reported.

It does not appear that supercharging the athlete is really efficient or effective. The hazards are considerable. Just like most other things in life, athletic excellence requires talent plus hard work. There are no short cuts. There are no substitutes.

## NUCLEAR DIVISION NEWS

UNION CARBIDE CORPORATION  
NUCLEAR DIVISION  
Post Office Box Y  
Oak Ridge, Tenn. 37830

### EDITOR

James A. Young, 574-1643

### ORNL

Cindy Ross Lundy, 574-4163

### ORGDP

Kathy Coleman, 574-9218

### PADUCAH

Darlene Mazzone, Bell 208



Member,  
INTERNATIONAL  
ASSOCIATION  
OF BUSINESS  
COMMUNICATORS



# Commitment, organization, plan

(Continued from Page 1)

and Division Directors to assist them in developing, implementing, monitoring and reporting affirmative action for the Division in which the Representative works. The Representative is also involved with managers and supervisors in the Division, with the installation AA Coordinator, and with employees in the Division. The AA Reps are available to hear complaints of minorities and women in their

Divisions and to help them resolve these complaints insofar as possible.

## Affirmative Action Plan

The centerpiece of the Affirmative Action Program is the annual Affirmative Action Plan at each installation. These plans, which conform closely to Revised Order 4 and the manual of the Office of Federal Contract Compliance Programs, contains the affirmative

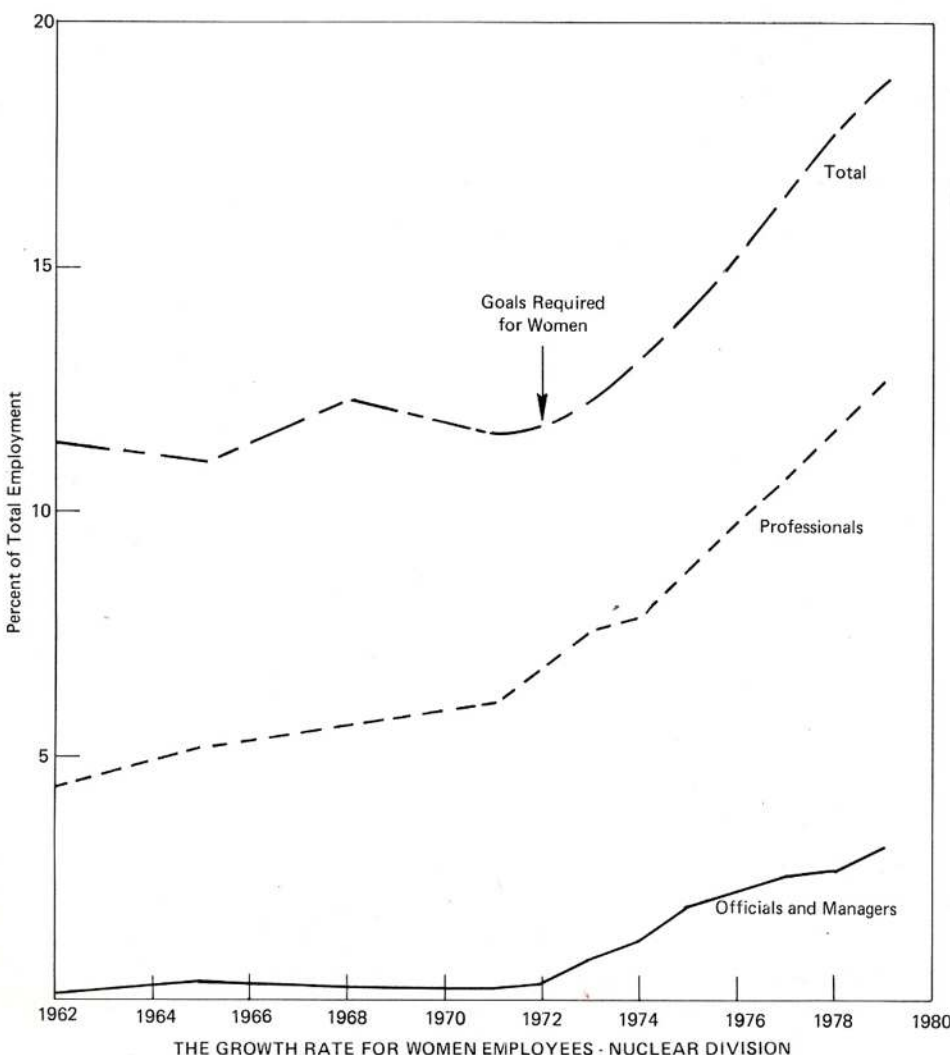
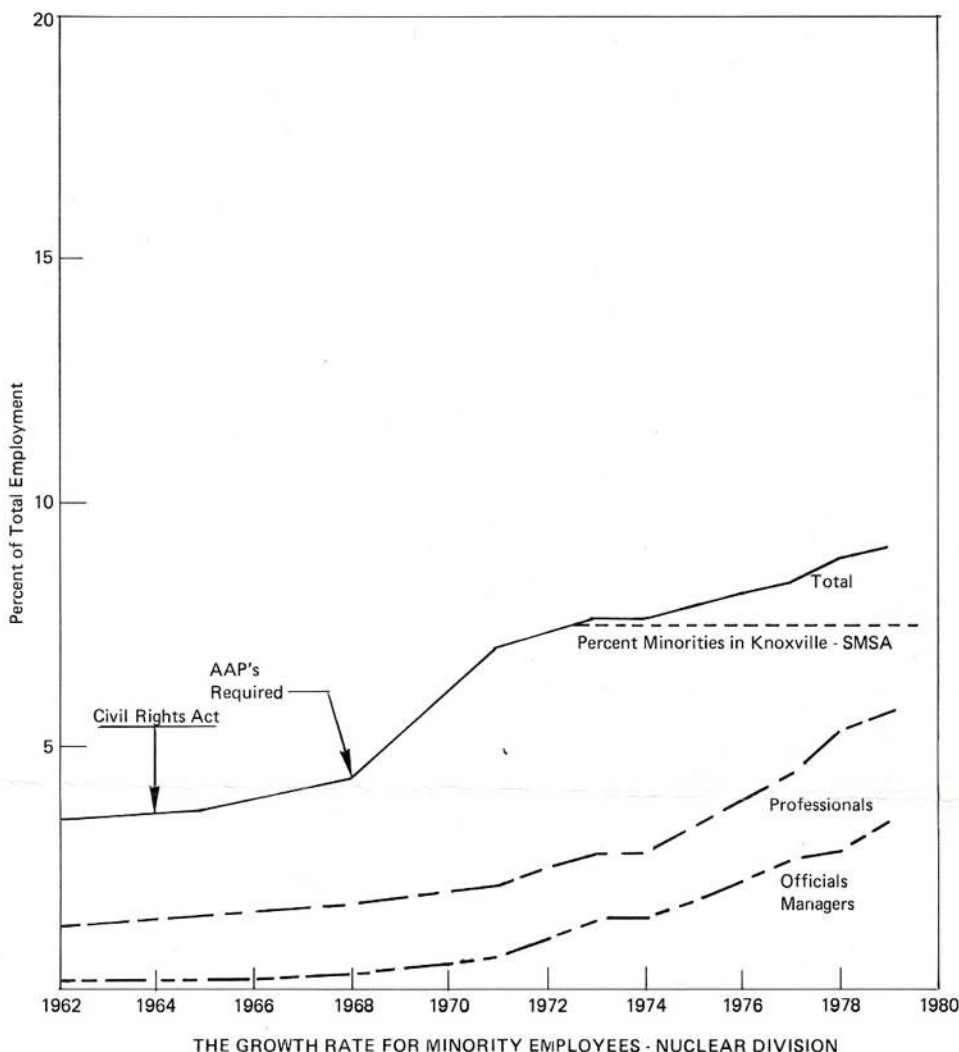
action policy, a statement by the installation manager of his commitment to this policy, ways in which the AA policy is disseminated internally and externally, required analyses (workforce, availability, etc.), identification of problem areas, and analysis of previous year's actions.

## Ultimate goal

The ultimate goal of the Affirmative Action Program is to have minorities and women represented in all Nuclear Division jobs at least in proportion to their availability in the workforce to perform these jobs. For example, since most professionals in the Nuclear Division are recruited on a nationwide basis and the nationwide availability of black engineers is approximately 1.5 percent, we would expect that 1.5 percent of ND engineers would be black, and 3.5 percent women. Because of the greater availability of women and blacks (41 percent and 10 percent respectively) for Employee Relations professional jobs, we would expect to find a significantly higher percentage of women and blacks in this job group in the Nuclear Division.

Clerical workers and hourly employees are recruited principally within a forty-mile radius around Oak Ridge. Thus, we would expect the percentage of minority clerical workers to be about 7.4 percent, the minority population of the Knoxville Standard Metropolitan Statistical Area (SMSA). (In point of fact, about 10 percent of our clerical workers are black.) Perhaps the **really** ultimate goal of affirmative action is not only for minorities and women to be represented in our installations in proportion to their availability in the workforce, but for the distribution of minorities and women in all jobs everywhere to be proportional to that of white men in such jobs.

Once this really ultimate goal is reached, there will be no need for any affirmative action programs. Meanwhile, considerable progress has been made since 1962. The diagrams and graphs in this issue of the **News** attest to this progress.



## anniversaries. . .

### Y-12 PLANT

#### 30 YEARS

John P. Raymer Jr., Buildings, Grounds and Maintenance Shops; and Charlotte M. McCarley, Fabrication Division.

#### 25 YEARS

Albert T. Bradford, Clarence W. Williams and James H. Marcum.

#### 20 YEARS

Darlene K. Hunnicutt and Ezra P. Botts.

### ORNL

#### 35 YEARS

Obil H. Park, Plant and Equipment; and John E. Eve, Plant and Equipment.

#### 30 YEARS

G. Yvonne Lovely, Employee Relations.

#### 25 YEARS

Herman H. Marshall.

#### 20 YEARS

Diana M. Popp, Otto H. Klepper, William R. Ragland, Gerald D. Alton, James E. Whittlesey and Richard Davis Jr.

### ORGDP

#### 35 YEARS

Charles C. Hayes, Purchasing Division; William D. Phillippi, Engineering; Larry C. Patrick, Maintenance; Frank J. Parris, Maintenance; Joe Dykstra Jr., Added Enrichment Review Team; James F. Hetzel, Operations; William T. Northcutt Jr., Shift Operations; and Julius S. Hutson Jr., Maintenance.

#### 20 YEARS

Lon Edds Jr., Computer Sciences.

## Next issue. . .

The next issue will be dated March 6. The deadline is February 27.

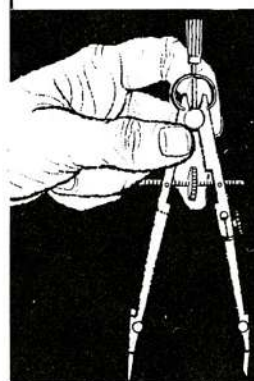


### UNION CARBIDE CORPORATION

NUCLEAR DIVISION  
P.O. BOX Y, OAK RIDGE, TENNESSEE 37830

ADDRESS CORRECTION REQUESTED

BULK RATE  
U.S. Postage  
PAID  
Union Carbide  
Corporation



National Engineers' Week